



Table of Contents

Executive Summary.....1

Section 1: Introduction.....3

Purpose of This Document	3
Organization of Document	4
Revisions to the Draft Initial Plan.....	4
Frequency of Updating & Publication.....	5
Comments & Questions	5

Section 2: Significant Transformation Activities.....6

VITA's Value Proposition.....	6
VITA's Model for Operational Excellence.....	7
Other Transformation Initiatives	9
ProReform	9
Virginia Partners in Procurement	11
Service Rate Reductions	12
Contractor Conversions	15
Establish the VITA Project Management Division.....	16
Agency IT Strategic Planning.....	16
Information Technology Portfolio	17
Project Manager Development Program.....	20
virginia.gov	22

Section 3: The VITA Organization.....23

Creating a World-Class Model.....	23
VITA's Organizational Structure	24
Acquisition Services.....	26
Audit & Management Services	26
Business Systems Services	26
Computer Services	28
Customer Support Services.....	28
Financial Services.....	29
Human Services.....	29

Resource Development and Projects.....	29
Security Services	30
Strategic Management Services	30
Telecommunications & Networking Services	31
Role of the Memorandum of Agreement	31
Measurement—A Key to Performance.....	31
MOA Evolution and Development.....	33
MOA Revision	33
Due Diligence and the VITA Employee “Mapping” Process.....	34
Phase Ia—DIT, DTP, VIPNet Authority.....	37
Framework for Transitioning Agency Service Delivery	39
Transition Work Team Roles.....	42
Phase Ib—Small Agencies Schedule & Current Status	46
Partnership with VDOT	47
Phases II (Medium Agencies) and III (Large Agencies).....	47

Section 4: Planned Transformation Projects and Activities..... 48

Defining and Selecting Initial Projects.....	48
Building the Foundation for the Value Proposition and Operational Excellence.....	48
Service Catalog Project.....	48
Central Customer Service Center Project	50
Agency Customer Contact Project.....	51
Centralized System Monitoring Project	52
Small Agency Desktop Support Project.....	52
VITA Secure Network Project.....	53
Additional Projects for VITA Planning and Implementation	54

Section 5: Commonwealth IT Investment Management (ITIM) 55

ITIM Background	55
Commonwealth IT Investment Board.....	55
VITA Project Management Division	56
Standard Process for Review and Approval of Major IT Projects.....	57
Strategic Investment Opportunities	60

Section 6: VITA Communications and Culture 61

Approach.....	61
Principles.....	61
Objectives	62

Accomplishments.....	62
Events	62
Web Presence.....	65
Logo and Branding	67
VITA's First Week.....	68
Notification Process	69
Looking Ahead	70

Section 7: VITA's Financial Model..... 71

Internal Service Fund Model.....	71
Likely Exceptions to ISF Model	71
Transfers of Existing Equipment	72
Current/Planned Internal Service Funds	72
Schedule of Rates and Charges	72
Estimated Revenues by Fund	72
Other Sources of Revenue	73
Projected Expenses by Fund and Directorate.....	74
FY 2004 IT Transformation Savings Gap.....	74
Savings Documentation Methodology	74

Appendices

Section 1

Appendix 1-1: Executive Order 50

Section 2

Appendix 2-1: Procurement Guide Table of Contents

Appendix 2-2: Project Manager Training and Selection Guideline

Appendix 2-3: Virginia.gov Frequently Asked Questions

Section 3

Appendix 3-1: VITA Organization Charts

Appendix 3-2: Countdown Checklist for Small Agencies

Appendix 3-3: VITA Service Delivery Customer Workbook (formerly MOA)

Appendix 3-4: Personnel Due Diligence Memorandum

Appendix 3-5: Personnel Due Diligence Instructions

Appendix 3-6: Personnel Due Diligence Staffing Analysis

Appendix 3-7: Interpreting the Agency Analysis and VITA Assignments Spreadsheets

Appendix 3-8: Personnel Due Diligence Summary Results
Appendix 3-9: Small Agency Consolidation Strategy Team Report
Appendix 3-10: Draft VDOT/VITA Partnership Agreement

Section 5

Appendix 5-1: Commonwealth Technology Management Policy
Appendix 5-2: IT Investment Board Meeting Agenda and Draft Meeting Minutes
Appendix 5-3: IT Strategic Planning Guidance
Appendix 5-4: Enterprise Architecture References
Appendix 5-2: IT Portfolio Sample Reports

Section 6

Appendix 6-1: Dialogue Session Questions and Answers
Appendix 6-2: VITA Leadership Team Biographic Information
Appendix 6-3: VITA Web Presence
Appendix 6-4: VITA Week One Activities
Appendix 6-5: VITA Welcome Kits
Appendix 6-6: Case Studies on Operational Excellence
Appendix 6-7: Agency Employee Notification Packages

Section 7

Appendix 7-1: JLARC Approved Rates
Appendix 7-2: VITA Internal Service Fund
Appendix 7-3: Budget by Directorate